Quality Management Plan - REF8008

Scope

This reference documents project-specific quality assurance and quality control procedures appropriate to the size, complexity, and nature of the project. Quality improvements are also documented and may be included in *Lessons Learned – PROC3020[PROC3020]*. The Quality Management Plan (QMP) is an integral part of the Project Management Plan (PMP). Quality Management, *Risk Management – REF8007[REF8007]*, *Communications – REF 8006[REF8006]*, *Safety and Occupational Health – REF8016*, and *Change Management – REF8009[REF8009]* Plans are developed concurrently in the iterative Program/Project Planning Phase.

In addition to quality management objectives developed as part of PMPs for projects, the system for Quality Management at a District/Center/MSC level is defined in an organizational level Quality Management Plan. Project-specific Quality Management objectives accompanying each PMP are consistent with the organization QMP.

Quality is planned for, not inspected in, and is managed through the Plan-Do-Check-Act cycle for project execution, program management, and business processes.

Policy

ER 1110-1-12, Quality Management *[http://www.usace.army.mil/inet/usace-docs/eng-regs/er1110-1-12/entire.pdf]*

ER 5-1-1? Response: See reworded document

Responsibility

The Project Manager (PM) is responsible for

- Documenting customer expectations and consensus quality management objectives at a project-level that supports the implementation of the PMP, in concert with the PDT

- Utilizing the expertise of their project delivery teams to determine the procedures necessary to achieve the target level of quality

- Ensuring the customer endorses all quality objectives included in the Quality Management Plan

- Understanding the customer's role in project success; the PM's relationship with the customer is pivotal to providing quality service

- Working with the customer early in the Customer Scope Definition Process to determine what the customer needs, and refining those requirements in light of safety, fiscal, schedule, and other constraints; *the PDT considers the cost/benefit of all quality improvements.*

The Project Delivery Team (PDT) is responsible for

- Delivering a quality project

- Performing an active role ~~as consultant~~ Response: Accepted to ensure the customer's quality objectives are clearly articulated and that the customer understands the essential professional standards, laws, and codes which must be incorporated into the project

- Monitoring the quality of their own work

- Keeping the commitments for completion of their portion of the project, as documented in the Quality Management Plan

The Resource Provider(s) is responsible for

- Monitoring the quality of the products and services produced by their team members serving on PDTs or the contractors they use to supplement their in-house capability

- Teaching, coaching, mentoring and training staff so that they have technically competent staff to assign to PDT's

- Participating in selection of A/E firms to ensure that A/E's are qualified to perform assigned work

- Assigning team members to project teams commensurate with their ability and experience

- Consulting with PDT members on a periodic basis to get feedback and make adjustments as necessary

- Ensuring that there are processes in place to guarantee that an independent technical review is conducted by qualified staff or contractors

- Serving on an independent technical review team(do we want to say this?), when appropriate; when Resource Providers do the above, and the PDT follows the QMP process, PDTs can fulfill their responsibilities to produce quality services and projects. Response: Reject, yes

Distribution

Project Delivery Team (PDT)

Project Manager (PM)

Resource Provider(s)

Ownership

The BP/P2 Configuration Manager is responsible for ensuring that this document is necessary and that it reflects actual practice.

Quality Management Relationships

	Quality Planning	Quality Control (QC)	Quality Assurance (QA)	Quality Improvement
	Plan	**Do**	**Check**	**Act**
What Is Done	Determine what will be quality on the project and how quality will be measured	Monitor specific project products to determine if they meet performance measurement thresholds defined in the quality management plan	Determine if your measurement of quality is appropriate by evaluating overall performance on a regular basis to insure the project will satisfy customer quality expectations	Taking action to increase the effectiveness and efficiency of the project when corrective actions such as Change Requests are identified. Changes to the Quality Management Plan and the PMP may be required.
When It Is Done	Project Planning Phase **Processes** • PMP/PgMP Development Response: Accepted • Customer Scope & Requirements Definition Response: See reworded master document • Team Establishment Activity/Schedule Development Response:	Project Execution, ~~Status~~ & Control Phase Response: Accepted **Processes** • Project Execution & Control • Lessons Learned	Project Execution, ~~Status~~ & Control Phase Response: Accepted **Processes** • Project Execution & Control	Project Execution, ~~Status~~ & Control Phase and Project Planning Phase Response: Accepted **Processes** • Change Management • PMP Development

	Accepted • • Resource Estimate Development • Project Delivery Acquisition Strategy			

Quality Management Plan – Format & Content

- Overview of Quality Management Plan
  - Purpose
  - Overview of Plan, Do, Check, Act

- Customer Quality Objectives
  - Identify Customer Quality Objectives
  - Identify Quality Threshold for each Quality Objective

- Quality Control Plans
  - Address each major deliverable
  - Identify Independent Technical Review Team(s)

- Quality Assurance
  - Organizational Quality System Requirements (Organizational Quality Management Plan)

- Other Project Specific Information as required

Quality Management Plan – Methodology

a. Plan:

(1) Identify the customers Quality Objectives. Help customers express quality expectations in objective, quantitative terms.

(2) Identify professional standards including legal, environmental, economic, code, life safety and health.

(3) Balance needs and expectations of customers and stakeholders with cost, schedule, and professional standards. Evaluate the costs and benefits of selected quality objectives and the processes to be used to achieve objectives.

(4) Develop an effective plan and processes, including quality assurance and quality control procedures, to achieve objectives. Consider risk/hazard factors and complexity of the project and adapt processes to provide the requisite level of quality.

(5) Develop performance measure thresholds to assure agreement on the definition of success relative to Quality Objectives.

(6) Ensure customer endorsement of all quality objectives included in the Quality Management Plan.

b. Do:

(1) Do the work according to the approved PMP and standard operating procedures.

(2) Project execution is a dynamic process. The PDT must communicate, meet on a regularly scheduled basis(Not necessarily scheduled), Response: Accepted and adapt to changing conditions. The Quality Management Plan and PMP may require modification to ensure that project objectives are met.

(3) Document in   *Lessons Learned – PROC3020[PROC3020]*, as required.

c. Check:

(1) Perform sufficient independent technical review, management oversight, and verification to ensure that quality objectives are met consistent with District Quality Management Plans.

(2) Check performance against the PMP and Customer Quality Objectives performance measures thresholds to verify that performance will accomplish Quality Objectives and to verify sufficiency of the plan. Share findings with all project stakeholders to facilitate continuous improvement.

d. Act:

(1) If performance measures thresholds are exceeded, take specific corrective actions to fix the systemic cause of any non-conformance, deficiency, or other unwanted effect.

(2) Document quality improvements that could include appropriate revisions to the quality management plan, alteration of quality assurance and control procedures, and adjustments to resource allocations.